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PREPARATIONS FOR THE FIFTH PROGRAMMING CYCLE

Country and intercountry programmes and projects

FIFTH COUNTRY PROGRAMME FOR MOROCCO

Note by the Administrator

I. PROCESS OF PREPARATION

1. The preparation of the fifth programme of cooperation between Morocco and UNDP had its origins in the reflection prompted by the in-depth review of the preceding cooperation programme, which had been conducted at the end of 1989. In fact, it was on the occasion of that important exercise that a number of recommendations relating both to the substance and purpose and to the form of that cooperation had been formulated. That review had been enriched inter alia by the ideas, experiences and decisions of the UNDP Governing Council (decisions 90/34 and 91/32).

2. Thus, using experience peculiar to Morocco as a basis and expanding on the experiences and reflections developed on an international scale, a number of choices and orientations were established by agreement between the Government of Morocco and UNDP and translated into concrete actions.

3. Among the major actions that made it possible to define the strategy of the new cooperation programme, the following should be mentioned more particularly: (a) sectoral evaluations (water and sanitation, jobs) (b) thematic evaluations (maintenance, management of human resources); (c) harmonization meetings; (d) national studies and seminars.

4. The UNDP advisory note submitted to the Government in mid-1991 contained, from a conceptual and strategic point of view, all the conclusions and recommendations that had emerged from the specific actions developed after the mid-term review and the numerous consultations, both within the Government of Morocco and between that Government and UNDP, which were occasionally joined by other agencies of the United Nations system. On the basis of that continuing dialogue, the advisory note subsequently received the unreserved support of the national authorities.

5. The period following the advisory note has been used for defining the substance and the form of the new cooperation programme more completely, essentially through the mobilization of national participants by the General

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Directorate for International Cooperation of the Ministry of Foreign Affairs and Cooperation, the coordinating body for the operational activities of the United Nations system, and through the maintenance of a sustained pace of consultation with the local office.

6. The currently proposed cooperation programme represents the culmination and conclusion of this entire process, which has taken place over a period of about 24 months.

II. ANALYTICAL COMMENTS

7. During the past 25 years, Morocco has made unquestionably positive efforts for the benefit of its people and of its place in the family of nations, both on the scale of the African continent and on the scale of the Arab world, and beyond that, on the scale of the world community.

8. However, this growth related initially to the productive, geographical and a demographic spheres regarded as the most likely to promote the process of development. This has given rise to a number of disparities, even though the general level of development of the country as a whole and the population as a whole has been raised. Those disparities are found in a number of fields, such as income, management of the territory, and the provision and quality of social services. The various disparities have become so severe as to make the highest State authorities realize that they threaten to hamper the development process, which presupposes unfailing mobilization and social cohesion.

9. In addition to this, there are a number of endogenous factors, including demographic growth rate that has brought harmful trends which are still quite disturbing, both in employment and in the infrastructures and services that should be made available to the people. Moreover, the major modifications that have been made or are to be made in the international order constitute exogenous elements which involve both stimulating forces and risks of obstacles to development.

10. Morocco, starting from these findings and integrating them into its strategy, intends to enter a new phase of its economic and social development, the stage of economic upswing, relying essentially on the profound forces of the nation.

11. Concentrating on three high-priority targets - the development of human resources, the strengthening of capacities for the management of natural resources and the strengthening of capacities for development management - the role of UNDP cooperation is to accelerate and expand sustainable human development in the country.

12. The proposed programme should make it possible to retain all the coherence and strength that justify the expectation of tangible and measurable results through a construction process that combines vertical and horizontal priorities, through the convergence of clusters of actions aimed at the attainment of a single objective and the decentralization of actions towards areas which have thus far been more disadvantaged.

13. The proposed fifth cooperation programme, maintaining the efforts made both under the direction and the decisive stimulus of the highest national authorities and by all the other participants in economic and social life, is in perfect harmony with the development strategy established by the country: mobilization of internal resources, strengthening of management capacities, and hence of capacities for adaptation, opening to and stimulating competition with the international economic environment, and the reduction of disparities, all

in pursuit of the ultimate but omnipresent objective of human development, which is first felt in concrete form by the most vulnerable populations.

III. IMPLEMENTATION OF THE PROPOSED PROGRAMME

14. The responsibility for the implementation of the programme, like the responsibility for the programme as a whole, rests primarily with the Moroccan Government. To that end, the Government has established a permanent committee entrusted with tracing the evolution of the programme and stimulating its internal and external dynamics. That committee itself adopted a methodology for managing the implementation of the programme.

15. UNDP's role is viewed as the role of an active and privileged partner in cooperation for development in the broadest sense of the word. By reason of its diversity, its experience and its opening to the world, by reason of its decentralized network of field offices, it will bring a decisive dimension and impetus to the quality characterizing the cooperation programme that links it with Morocco.

16. The nature and the philosophy of this cooperation involve, on the one hand, the ever-increasing mobilization of national capacities in the implementation of programmes/projects and, on the other hand, the mobilization of all the relevant services, machinery and funds administered by UNDP. The proposed programme clearly demonstrates the interaction of these two concomitant types of dynamic, one generated by the national component and the other by UNDP.

17. Acting jointly, these two main participants will, where it is judged to be useful, encourage the coordination of development actions, first within the United Nations system and subsequently outside it.

18. The two cooperating parties have also emphasized the importance of attracting additional financial resources in order to make it possible to conduct a cooperation programme which will have sufficient critical mass to produce maximum impact.

IV. RECOMMENDATION BY THE ADMINISTRATOR

19. The fifth cooperation programme is well targeted, so that it can guarantee the most rational and most effective use of the funds it will mobilize in order to attain its objectives.

20. The Administrator of UNDP endorses and recommends approval of the proposed programme of cooperation between Morocco and UNDP.